



2025

ANNUAL REPORT



ABOVE: Kim Dempsey receiving the honor of planting a tree during her visit with Heifer Kenya staff, including Joseph Vihigu and Clarice Bugo-Kionge pictured above.

COVER: (Left to right) Smita Sultana Prova (20), Asma Khatun (36) and Taskin Ahmed Mejbah (19) proudly display some of the plants and flowers they grow. They are part of the Gerbera Nari Unnayan women's cooperative in Bangladesh. Thanks to a new solar-powered irrigation system provided through a Heifer project, the family's plant nursery now has the water it needs to thrive.

HEIFER FOUNDATION PRESIDENT'S LETTER

IN JANUARY 2025, I had the honor of becoming Heifer Foundation's new president and CEO. Every day since then, I have been inspired by the extraordinary history of this Foundation and the generous visionaries who created it to ensure perpetual support for Heifer International. Together, we are stewards of assets designed not just for today, but for generations to come — a responsibility I embrace with humility and excitement.

This year, I have witnessed firsthand the transformative power of Heifer's work around the world. From the ingenuity of young agritech entrepreneurs at AYUte NextGen across Africa to farmer cooperatives in Uganda harnessing solar energy to power dairy processing to women smallholder farmers in the Galápagos at the center of sustainable, locally led food systems, the ripple effects are profound. It's clear that when we invest wisely through this Foundation, we are investing in stronger communities, brighter futures and lasting hope.

I have also been moved by the passion of donors I've met across the country — supporters whose long-term commitment underscores that, while our mission is global, it is also deeply personal. Their belief in Heifer's work reminds me daily that we are part of something larger than ourselves, united by the vision of a world free from hunger and poverty.

Looking ahead, the Foundation is expanding partnerships to better align our investments with Heifer International's programmatic priorities, strengthening our team and organizational culture, and deepening our engagement with donors.

I am grateful for the opportunity to lead Heifer Foundation and energized by what lies ahead. Together, we will build on our remarkable legacy and chart an even more impactful future.

With gratitude,

Kim Dempsey
President and CEO, Heifer Foundation



Bulus Maiganga and her husband, Hannatu Bulus, proudly show their corn harvest on their farm in Nigeria. Thanks to their hard work and support from Heifer International, they are building a sustainable livelihood while strengthening their community's food security.

TWO ORGANIZATIONS, ONE MISSION TO END HUNGER AND POVERTY

WE ARE OFTEN ASKED, “What’s the difference between Heifer Foundation and Heifer International?” While our missions to end hunger and poverty are fundamentally the same, the function of the Foundation is strategically different.

Heifer Foundation was created in 1991 to raise and manage an endowment that is comprised primarily of bequests made both to Heifer International and Heifer Foundation. We use the investment earnings from the endowment to support Heifer International's work through a charitable donation we make every year. This arrangement acts as both a safety net and an investment in Heifer International's future, as we aim to manage our endowment so that it lasts

in perpetuity and remains a reliable source of funding to support Heifer International's work with farming families across the Americas, Asia and Africa.

Money invested with the Foundation is different from a donation to Heifer International. The funds are managed in a portfolio that generates a financial return while maximizing the positive impact of our supporters over time. Whether it's an endowment, charitable trust, or a gift such as stocks or property, there are many ways you can give to Heifer Foundation. If you want to leave a lasting legacy, please visit HeiferFoundation.org to learn which option is best for you, or drop us a line at legacyinfo@heiferfoundation.org.



WATCH:

President and CEO Kim Dempsey shares how Heifer Foundation and Heifer International work together.



Nancy Kermode celebrates her 90th birthday with her sons Lee, Bruce, and Dale in 2018 — a joyful moment reflecting a lifetime of love and giving.

A LEGACY THAT LASTS: NANCY AND CHET KERMODE'S ENDURING IMPACT

ENDOWMENTS THROUGH HEIFER FOUNDATION CREATE A LASTING SOURCE OF SUPPORT FOR HEIFER INTERNATIONAL — GIVING DONORS AN OPPORTUNITY TO MAKE A LONG-TERM IMPACT THAT REACHES FAR BEYOND THEIR INITIAL GIFT.

FOR NANCY AND CHET KERMODE, supporting Heifer International was a lifelong commitment. Through their family's endowment with Heifer Foundation, that legacy endures — transforming lives for generations to come.

In 1976, the Kermodes' pastor encouraged his congregation to find a hunger-relief organization the church could support. Chet, the church's mission chairman, heard about Heifer International and immediately connected with its purpose.

"Chet proceeded to read to me the wonderful mission statement of Heifer, and we knew right then this was it. This was the organization we wanted to support," Nancy said. Over the next thirty years, the Kermodes shared information about Heifer International with their family,

church community, and friends across their home state of Ohio.

"We loved Heifer, and so did our church, our children, and even our grandkids," Nancy said. "One of the most impressive things about Heifer is that you are not just helping one person — it also allows them to help a neighbor."

Eventually, both Chet and Nancy served on Heifer International's board of directors, and, because of their loyal support, were invited to co-chair Heifer's 50th-anniversary celebration in 1994. To continue this support beyond their lifetime, the Kermodes created a charitable remainder trust. After Chet passed away in 2000, Nancy and her family converted the trust to an endowment, naming it the Kermode Family Endowment

"The purpose of the endowment is to help people around the world see a new future for themselves, if they could just have some help," Nancy said.

Through the endowment, the Kermode family watched their gift grow and continue to support Heifer's work around the world.

Nancy passed away earlier this year, and many additional contributions were made to the Kermode Family Endowment in her memory. Donor support — like that of the Kermodes — is absolutely vital to Heifer and to the work being done across the world to end hunger and poverty.

The simple choice the Kermodes made in 1976 not only changed their own lives but also the lives of countless families around the world. Their legacy lives on through the Kermode Family Endowment — and through every life it helps transform. We are deeply grateful to Chet, Nancy, and all who, like them, choose to remember Heifer in their legacy giving plans.



Nancy Kermode, a Heifer donor for nearly 50 years, solidified her legacy by converting the charitable remainder trust she and her late husband, Chet, established into the Kermode Family Endowment. Though both Nancy and Chet have passed, their generosity continues to change lives around the world.

PLAN YOUR LEGACY GIFT TODAY

As demonstrated by the Kermode family, gift planning offers many ways for donors to provide ongoing support for the causes they care about, honor loved ones, and reduce tax burdens or provide lifetime income. You can take care of yourself and your family while securing the future of Heifer's work through gifting strategies such as charitable annuities, charitable trusts, permanent endowments named for you or your family, donor-advised funds, and by including Heifer in your beneficiary designations, will or trust.

Heifer Foundation's gift planning team can help you find the right giving strategy for your family. Start exploring your options today, and contact us to create a plan that reflects your values and secures a lasting impact.

WAYS TO GIVE



CONTACT US TODAY



INVESTING FOR PEOPLE & PLANET: HEIFER'S MISSION-ALIGNED CAPITAL IN ACTION

AT HEIFER FOUNDATION, every dollar we steward is invested with purpose. Mission-aligned investing means that beyond seeking financial returns, our portfolio is designed to advance the same values that guide Heifer International's work: sustainability, equity and resilience. By screening out companies that conflict with our principles and actively choosing investments that generate measurable social and environmental outcomes, we ensure that our capital is working as hard as our programs around the world.

This commitment has transformed our portfolio — today more than 97% of assets are mission-aligned, funding efforts from climate-smart agriculture to financial inclusion. One example is our investment in the Nuveen Core Impact Bond Fund, which seeks both stability and positive environmental, social and governance outcomes. Through this fund, Nuveen became an investor in the groundbreaking Galápagos Marine Conservation Bond, part of Ecuador's historic debt-for-nature swap. The transaction created the Galápagos Life Fund, a permanent financing mechanism

supporting the 60,000-square-kilometer Hermandad Marine Reserve. Annual proceeds now safeguard migratory routes for sharks, turtles and whales while fostering sustainable fisheries and community-led conservation.

For Heifer International, this is more than abstract impact — it connects directly with their programmatic work on the islands. Through the *Future of Food* project, Heifer Ecuador partners with smallholder farmers in the Galápagos to strengthen agroecological practices, protect fragile ecosystems, and increase incomes. Families are improving soil health, reducing chemical use, and expanding access to nutritious foods while conserving one of the world's most unique environments.

By aligning our investments with our mission, we narrow the gap between capital markets and community livelihoods. Through this approach, we direct resources toward protecting biodiversity, strengthening local economies, and building a more sustainable future in the Galápagos and beyond.



Heifer Foundation's Kim Dempsey poses with Heifer International's Rosa Rodriguez and Oscar Castañeda during a trip to Ecuador, where the Foundation team learned about Heifer's work with farmers on San Cristóbal Island (pictured) and across the Azuay and Loja provinces.

MY FIRST PROGRAM VISIT TO ECUADOR: SEEING OUR MISSION COME ALIVE

By **REBECCA MILES**
Heifer Foundation Bequests Manager

When I boarded the plane to Ecuador, I believed I understood our mission. I had read the statements, studied the photos, and listened to the stories. But nothing prepared me for standing in the very communities we serve and meeting the people whose lives have been transformed by the generosity of others.

Walking alongside farmers and their families, I saw what hope looks like. It's a mother who can now provide nutritious meals for her family. It's an entrepreneur who can grow crops and sell them for profit. It's a community of farming families empowered because someone believed in them enough to invest in tomorrow.

This experience changed me. It shifted my perspective from abstract numbers and planned gifts to real faces and real stories. Our mission isn't just about programs; it's about people. Every gift, every act of generosity, is a thread woven into the fabric of their lives.

Legacy giving is where impact becomes enduring. A bequest isn't just a line in a will; it's a promise that an organization's mission



Farmer Inés Samaniego (left) shares her hat with Heifer Foundation's Rebecca Miles during their meeting in Ecuador, a moment that reflects Heifer's mission of mutual respect and connection.

lives on long after we're gone. Whether you choose a legacy gift to Heifer International for immediate use in the field or a gift to Heifer Foundation for investment and future growth, your generosity ensures that the hope I witnessed in Ecuador flourishes for generations to come. Legacy gifts create sustainability — empowering us to dream bigger, reach further, and meet needs with confidence.

As I left Ecuador, I carried with me the faces and stories that remind us why this work matters: people like Inés Samaniego, whose hope was infectious as she led us in a prayer and song for the Earth. Before we parted, she insisted I wear her hat for our photo together, a gesture of pure connection. When someone includes us in their estate plans, they're doing far more than making a gift; they're joining a global story of transformation, one that stretches across continents and generations.

Legacy giving is the bridge between today's challenges and tomorrow's possibilities. Together, we can ensure Heifer's mission continues — because hope should never have an expiration date.



Heifer Foundation staff join Ecuadorian farmers in SigSig canton for Killa Raymi, an annual Andean celebration recognizing the harvest season and the feminine energy of renewal.

IMPACT IN THE FIELD: CULTIVATING A BRIGHTER FUTURE IN ECUADOR

During our Foundation staff visit to Ecuador this past September, we had the great privilege of spending one morning with farmer Marilú Rivera and her family. Marilú is a coffee grower in Fundochambra, a rural parish of the Quilanga canton in Loja province. Its mountains, at more than 4,900 feet above sea level, offer ideal conditions of soil, climate, and biodiversity to produce high-altitude coffee.

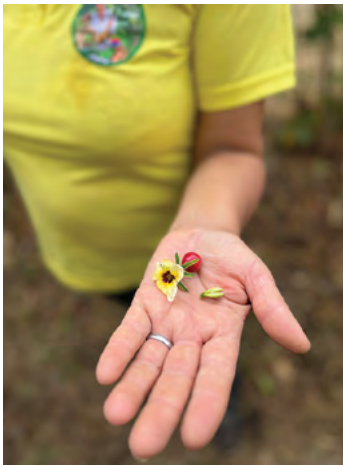
Marilú proudly showed us around her beautiful farm where coffee plants thrive alongside a variety of other crops, including avocados, bananas, onions and lettuce. She then offered each of us a small taste of her most recent bean crop — brewed by Marilú herself in an ancient stone bowl over an open fire, and transformed into the freshest coffee imaginable. The taste could not have been sweeter.



(Left to right) Marilú Rivera (49), her husband Rolando Tacuri (55) and their daughter Dana Marianela Tacuri (15) harvest coffee beans on their farm in El Sauce, Ecuador. Through a Heifer project, Marilú received 1,000 high-quality coffee plants and training in sustainable farming practices. As a result, she now earns significantly more for her beans — from about \$200 to as much as \$800–\$1,000 per 100-pound bag. This added income has allowed her to support her daughters' education and invest in a solar drying system to further improve the quality of her coffee.



Coffee beans dry on raised screens, allowing air to circulate evenly and prevent spoilage, to prepare for roasting and export. These beans are cultivated under agroforestry systems that conserve water and protect native forests.



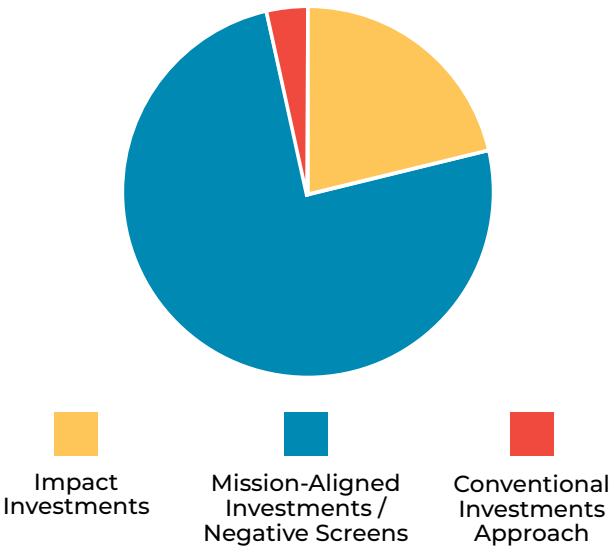
Seedling, flower and ripe cherry — three stages in the coffee life cycle, nurtured by farmers whose livelihoods grow alongside each plant.



Marilú Rivera and Heifer Foundation staff members, Katie St. Amour and Carly Howden, plant a coffee plant together, reflecting the partnership that drives sustainable livelihoods.

IMPACT BY THE NUMBERS

OUR INVESTMENT PORTFOLIO: WORKING TOWARD 100% MISSION ALIGNMENT



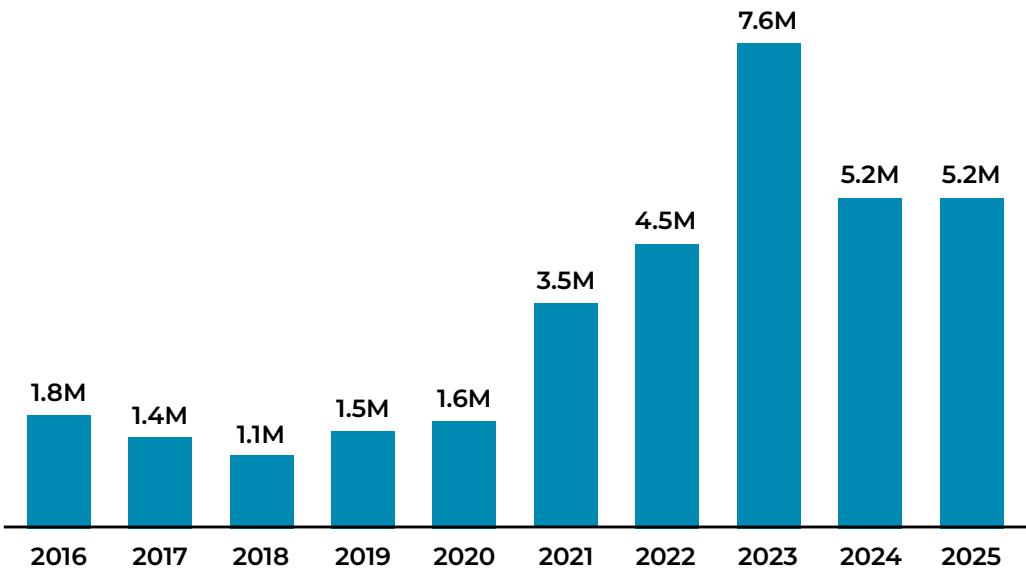
KEY TERMS

Impact Investments: Investments made with the explicit intention to generate measurable social and/or environmental impact aligned with Heifer's work, alongside a financial return.

Mission-Aligned Investments / Negative Screens: Market-rate investments that promote sustainable, fair, and inclusive practices while excluding investments that are misaligned with Heifer's values.

Conventional Investment Approach: A small, legacy portion of our investment portfolio without specific mission, impact, or screening criteria beyond standard fiduciary guidelines.

GRANTMAKING BY YEAR



Each year, Heifer Foundation makes a grant to Heifer International in support of its mission. This grant has grown over time, averaging \$5.2 million annually over the last 5 years.

STATEMENTS OF FINANCIAL POSITION JUNE 30, 2025 AND 2024

ASSETS	JUNE 30, 2025	JUNE 30, 2024	CHANGE FROM JUNE 30, 2024
Cash and cash equivalents	5,328,504	3,600,164	1,728,340
Contributions and bequests receivable	877,835	236,429	641,406
Related-party receivable	3,038,870	4,540,183	(1,501,313)
Prepaid expenses and other assets	227,842	256,597	(28,755)
Property, plant & equipment	18,766	25,852	(7,086)
Right-of-use asset	624,429	0	624,429
Investments	216,059,523	207,372,799	8,686,724
Total assets	\$226,175,769	\$216,032,024	\$10,143,745

LIABILITIES AND NET ASSETS

Liabilities:

Accounts payable and accrued liabilities	1,570,352	1,017,099	553,253
Lease liabilities	626,969	0	626,969
Annuities payable	3,593,090	3,814,231	(221,141)
Trusts payable	11,070,088	10,720,558	349,530
Refundable advances	5,011,983	4,536,526	475,457
Total liabilities	\$21,872,482	\$20,088,414	\$1,784,068

Net Assets:

Without donor restrictions:			
Board-designated	42,080,549	39,796,361	2,284,188
Undesignated	1,636,934	43,860	1,593,074
Total net assets without donor restrictions	\$43,717,483	\$39,840,221	\$3,877,262
With donor restrictions:	160,585,804	156,103,389	4,482,415
Total net assets	\$204,303,287	\$195,943,610	\$8,359,677
Total liabilities and net assets	\$226,175,769	\$216,032,024	\$10,143,745

This condensed financial information is derived from Heifer International Foundation 2024 and 2025 financial statements audited by certified public accountants. Audited financial statements are available online at MyHeiferFoundationGiving.org/about/financial-transparency.

STATEMENT OF ACTIVITIES YEAR ENDED JUNE 30, 2025

REVENUE, GAINS AND OTHER SUPPORT	WITHOUT DONOR RESTRICTION	WITH DONOR RESTRICTION	TOTAL
Contributions related to:			
General	1,428,622	1,271,493	2,700,115
Annuities and trusts	0	209,664	209,664
Investment return	6,490,229	7,283,348	13,773,577
Change in value of split-interest obligations	0	(303,115)	(303,115)
Net assets released from restrictions	3,978,975	(3,978,975)	0
Total revenue, gains and other support	\$11,897,826	\$4,482,415	\$16,380,241
Expenses:			
Program services	5,407,054	0	5,407,054
Management and general	2,613,510	0	2,613,510
Total expenses	\$8,020,564	\$0	\$8,020,564
Change in net assets	3,877,262	4,482,415	8,359,677
Net assets, beginning of year	39,840,221	156,103,389	195,943,610
Net assets, end of year	\$43,717,483	\$160,585,804	\$204,303,287

STATEMENT OF ACTIVITIES YEAR ENDED JUNE 30, 2024

REVENUE, GAINS AND OTHER SUPPORT	WITHOUT DONOR RESTRICTION	WITH DONOR RESTRICTION	TOTAL
Contributions related to:			
General	2,055,467	50,788	2,106,255
Annuities and trusts	0	109,405	109,405
Investment return	477,633	14,674,886	15,152,519
Change in value of split-interest obligations	0	1,555	1,555
Net assets released from restrictions	4,597,029	(4,597,029)	0
Total revenue, gains and other support	\$7,130,129	\$10,239,605	\$17,369,734
Expenses:			
Program services	5,475,697	0	5,475,697
Management and general	2,420,638	0	2,420,638
Total expenses	\$7,896,335	\$0	\$7,896,335
Change in net assets	(766,206)	10,239,605	9,473,399
Net assets, beginning of year	40,606,427	145,863,784	186,470,211
Net assets, end of year	\$39,840,221	\$156,103,389	\$195,943,610

Heifer International Foundation is qualified as a charitable organization under Section 501(c)(3) of the Internal Revenue Code, and contributions to Heifer International Foundation are tax-deductible to the extent permitted by law.



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